

Minutes of the Veneta City Council
Goal Setting Work Session
February 5, 2005 - 9:00 p.m.

Council Present: Mayor Brooker, Darrell Carman, Thomas Cotter, Marion Esty, and Fred Miller

Others Present: Ric Ingham, City Administrator; Margaret Boutell, Community Services Director; Jim Bruvold and James Dean, Veneta Planning Commission; Earle Ellson, Veneta Park Board; Tami Sakany, Fern Ridge Chamber; Andy Smith; and Carol Massey

Facilitators: Dick and Barbara Townsend

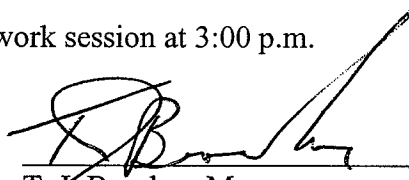
Mayor Brooker called the goal setting work session to order at 9:10 a.m.

1. SUMMARY REPORT

Facilitators Dick and Barbara Townsend summarized the Veneta Goal Setting Work Session into the attached document entitled: Veneta City Council Retreat, February 5, 2005, Summary Report.

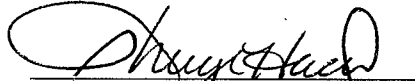
2. ADJOURN

Mayor Brooker adjourned the goal setting work session at 3:00 p.m.



T. J. Brooker, Mayor

ATTEST



Sheryl Hackett, City Recorder

(minutes prepared by SLHackett)

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Veneta City Council Retreat

February 5, 2005

Summary Report

**Provided by:
Richard and Barbara Townsend
Salem, Oregon**

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Veneta City Council Retreat

February 5, 2005

Background: The Veneta Council, along with selected staff and key committee and commission chairs met on February 5th for a goal setting retreat in the Veneta Community Center. From initial discussions with Mayor Brooker and City Administrator Ric Ingham, it was determined that a set of questions would be discussed with each retreat participant prior to the meeting. A composite of those questions and answers was provided to retreat participants prior to the meeting. (*See Appendix A*) Prior to the meeting it was also determined by the city that a short team building exercise would be useful along with some discussion of visioning processes and linking them to basic goals for the city. The desired result of the retreat was to create a prioritized list of goals and strategies, which would serve as a road map for future council and staff actions. The facilitators reviewed materials provided by the city prior to the meeting and toured the community to further understand various issues.

In attendance for the retreat were: Mayor Tim Brooker, Councilors Darrel Carman, Marion Esty, Tom Cotter, Fred Miller, City Administrator Ric Ingham, Community Services Director Margaret Boutell, Budget Committee Chair Jim Dean, Planning Commission Chair Jim Bruvold, and interim Parks Board Chair Earle Ellson. Also joining the group was Chamber of Commerce President Tammy Sakany.

Retreat Overview

Mayor Tim Brooker welcomed councilors, commissioners, staff and facilitators to the goal setting session. He explained the overall objective of the day was to discuss issues of importance to Veneta and to begin developing plans to address them. Those present then introduced themselves and their roles in Veneta's city government. Dick Townsend, the facilitator, then gave an introduction of himself and his wife Barbara, who helped with the facilitation. Dick then gave a brief overview of the day's agenda and activities.

Group Exercises and Observations

A brief initial activity involved the group silently, and without writing, arranging itself in a line in order of birthdays. The mayor, Councilor Miller and the city administrator were observed to be the main directors of the process and it took only a few minutes for completion. A short discussion of the value of non-verbal communication followed. Groups were then formed and the "assignment" was for each group to use markers and paper to draw a picture of Veneta in 2010. Fifteen minutes was allotted for the activity after which each group presented its picture to the others.

It was obvious that group members knew each other well, were quite serious about immediately getting into the task, respected the ideas of one another, and were able to easily share the workload. No one appeared to be left out, nor did anyone choose to withdraw from the task. There was evidence of ease of information sharing, generation of many ideas and considerable agreement.

The drawings revealed common components including the importance of parks and trees, the Northeast Employment Center, Hwy. 126, a developed "Old Town", and Fern Ridge Lake. When the groups explained their drawings they spoke of a vibrant community; a center that serves and partners with schools, the library, other entities and neighboring communities; and a place that draws tourists and young families who will want to stay.

Interview Questions Summary

The group was asked for comments about the compiled list of their answers to the initial interview questions. The appreciation of the staff and the stability of the council were two positive aspects of city government that surfaced during this discussion. The importance of setting some goals and working toward them was a priority that emerged from the list. At this point in the session, the facilitator suggested that since the group was already headed in the direction of identifying strengths, it was time to attempt a brief S.W.O.T. analysis.

S.W.O.T. Analysis & Observations

After a brief explanation of the acronym S.W.O.T. (strengths, weaknesses, opportunities and treats), the group began making lists of Veneta's strengths. (The complete S.W.O.T. list can be found in *Appendix B*) Many **strengths** were brought forth in this discussion, primarily in the areas of the city's location and its underlying foundations. Veneta is situated on a major highway between the Eugene urban center and the Oregon coast, in close proximity to Fern Ridge Dam, an airport, a railway, wineries and abundant available land. Already in place are land use ordinances, developed infrastructure, stable and efficient city government with positive thinking leaders and community members, and good services that include medical, emergency, and cultural entities.

Next the group listed what it considered **weaknesses** for the city. These addressed the three major areas of communication, community identity and lack of funding. The communication problems include the lack of adequate technology as well as a “disconnect” between the city and other entities including the school district, fire district and sometimes the press. The lack of a unifying theme or identity for Veneta was discussed at some length, bringing up concerns about “bedroom” and “pass-through” labels as opposed to “hometown” and “destination.” The major issue of funding shortages results in not enough money for adequate law enforcement, schools, city services and non-profits. And this situation contributes to an overworked staff.

The **opportunities** listed by the group were somewhat similar to the strengths and included abundant industrial zoned land, proximity to Hwy. 126, wetlands, vineyards and organic farms. The existence of many churches, artisans and entrepreneurs was also viewed as opportunity. There was also discussion about timing and the presence of a “window of opportunity” for planning. Additionally, Region 2050 plans were mentioned at this time.

The financial condition of state government, the implications of Measure 37, and a fragile local business climate were seen as major **threats**. The perception of Veneta as a “drug center” was also discussed as having the potential to damage the city. Managing growth and development in a way that would preserve green space and the overall character of Veneta were again discussed, and the group saw timing as essential to take advantage of that window of opportunity.

Strategic Planning Processes

(The following information was presented to and discussed by the group)

As the Veneta City Council begins any goal setting or strategic planning process, it is important to understand the sequence of activities that are associated with it. In conduct of the city’s business, there is a general flow from conceptualizing the work to be done to its accomplishment. The circular path of activities follows four stages:

Pathfinding: Where is the city today and where does it want to go in the future? Having a compelling community **vision, or desired future**, is usually the first step to providing successful city programs.

Decision Making: Developing a strategic action plan follows, once a community “vision” has been developed. Elements of strategic planning can vary, but the basic idea is to develop priority courses of action for the city along with strategies and work plans to get them accomplished.

Implementation: Once the Council and staff decide where and how to proceed, it is time to get the job done. This step takes strong political and administrative effort.

Evaluation: All processes need to be occasionally reviewed for their relevance, and the city should not be afraid to do mid course corrections as circumstances dictate.

Visioning is the corner stone or building block upon which strategic planning sits. There are many ways to formulate a vision however a couple of basic principles apply. A city vision is most useful if the community develops it. The premise here is that the city's *mission* is to serve the community's needs and city hall must understand where the community wants to go. Whatever visioning process or approach is used, the end result must be meaningful to the community. A vision is used and meaningful only to the extent that people are involved in its formulation and then become committed to it.

The **mission** of the city of Veneta may be expressed in many ways, however at the most basic level the city's mission is to provide programs and services to help accomplish the community's vision. (Appendix C. lists two examples of vision and mission statements)

Once a city feels comfortable with its stated vision and mission, the **strategic planning** process takes over. This activity usually includes prioritizing goals and strategies. On the most fundamental level the question is: "We know we want to be a healthy community, so what goals will get us there?"

Strategic planning implies that some decisions are more important than others. City leaders should not be afraid to prioritize issues and let some things go in order to accomplish priorities. Also, it is not wise to put time into planning or trying to solve an issue that probably won't get resolved. One rule to analyze whether or not an issue has potential for being accomplished is to ask the question: "*Does or will this issue have champions, the political will and resources to make it happen?*"

Goal Priorities, Strategies and Action Items

The facilitator presented six basic issues, each with a goal statement. It was suggested that all topics discussed so far, including all issues listed on the S.W.O.T. analysis would fit within one of these six categories. The group voted on their top three priorities and then each participant expressed observations on the results. The following information is a result of these discussions. The goals are listed in order of discussion and not by the number of votes they received. A suggested format for discussing and solving issues was presented to the group. (*See Appendix D*)

VISIONING PROCESS: To begin the planning stages of a community visioning process

Visioning as a separate topic received five votes. However, while discussing the six basic goals areas for Veneta, the group decided that the need for a visioning process was all encompassing for all issues the city was pursuing. There was consensus by the group that a visioning process should have its own activity agenda developed.

The action steps to be taken were for the city administrator to begin formulating a work plan that would engage stakeholders in the community and to define the objectives and process for community visioning. Budget implications were also to be addressed in a work plan. A report would be brought back to the council in the next thirty (30) days.

PUBLIC SAFETY: To provide for the safety and protection of our citizens.

In the prioritizing activity, this goal received five dots, making it the third highest priority. The group defined the problem as "inadequate police protection, perceived and actual crime problems, and lack of code enforcement." Looking for possible strategies, they listed: additional funding; establishing a city police force; looking for other providers; developing crime prevention activities; and taking a systemic approach which might include making available more education and economic opportunity for citizens as a way of lowering crime rates. The group then proposed the following action steps:

1. Evaluate the current public safety services, clarifying the needs and what services are being purchased.
2. Research available funding and other resources for unmet needs.
3. Make recommendations to the budget committee.

The city administrator and staff will be responsible for beginning this process now in order to make recommendations by this spring's budget sessions.

ECONOMIC OPPORTUNITY: To provide development opportunities for business and industry and create jobs.

This goal received seven dots, making it the second highest priority. The problem was defined as: a lack of businesses paying family wages in the city; incomplete development of the industrial park; and a lack of a defined downtown. Suggested alternatives were to reallocate staff responsibilities to allow Ric more time to spend on this goal; to look for other funding sources; and to explore development of a niche that would make new jobs fit the nature of the community. The need for a new action plan for the industrial park was dismissed as the group recognized the value of the city's existing economic development implementation plan. The action steps called for Ric to aggressively continue with the stated elements of the city's plan and to keep it in the forefront as the visioning process takes place. The importance of getting investors involved soon was stressed. Elements of the Development Plan are: Business Retention and Expansion; Land Use, Transportation & Infrastructure Strategies; Marketing & Outreach Strategies; Workforce Readiness; and Targeted Industry Strategies.

Further discussion included suggestions to use urban renewal funds as a means to jump-start the downtown "core." The direction was to hold a staff/council workshop that would explore how those funds are currently being used, and possibly amend the plan as the group prioritized the use of the remaining dollars.

LAND USE & LIVABILITY: To provide land use processes that meet the diverse needs of the growing community, and preserve Veneta's characteristics to ensure it is a thriving place to live.

This was the highest priority, with eight dots. It also seemed to be the most unwieldy because it encompassed numerous activities, and the group agreed to postpone working through the strategies planning process on this goal until they had some "practice" on some less complicated issues. It was for this reason that public safety and economic development, while not the highest ranked priorities were chosen to first work through in the planning process. Action Taken: The Planning Commission had worked on its own set of goals and would like to have a joint workshop with the council to review their work. It was felt by the group that this would be a good first step to addressing the land Use/Livability goal.

PUBLIC FACILITIES: To provide, maintain and enhance the city's infrastructure, drainage systems and park amenities

This was the only issue receiving no dots. The group felt that the city had made tremendous strides already in developing much of its infrastructure. Comments from the group revealed their view of parks and future infrastructure development as intertwined with the Land Use/Livability goal.

LEADERSHIP: To enhance community involvement and council interaction with committees/entities, and become a strong voice for the region

While this goal received four dots, there was not adequate time at the retreat to discuss the issue and develop courses of action. Some activities already mentioned above such as a planning commission meeting with the council and the community visioning process are connected to this goal.

POLICY and ADMINISTRATIVE PROCESSES: To enhance communication and decision making processes both internally in city hall and externally in the community

This goal received three dots in the prioritizing exercise. The council may want to revisit this goal when they have time and develop an issue statement along with alternatives and courses for action. The facilitator comments section of this report includes several points concerning this goal.

Wrap-up

Mayor Brooker said he was pleased with the day and felt the activities gave the group a place to start. He stated the discussions were valuable and the city now has a process to follow as the council looks at the rest of their priorities. The group thought that meeting more frequently with boards and commissions to discuss issues would be valuable. The mayor specifically mentioned the planning commission as a priority body with which to have further joint meetings. There was again consensus that the city administrator would bring to the council a plan on proceeding with a visioning process. There also was agreement that more community participation would be solicited for working on a number of issues. Entities discussed included the Chamber of Commerce, School District, Fire District, and Library District.

Facilitator Comments:

1. The council works extremely well together. Combined, they have decades of experience and get down to business quickly. They are considerate of each other, both in the discussions and tolerant of each other's opinions.
2. The real value of the session held on February 5th was the ability to talk about city issues and the future in a more relaxed setting than a council meeting. It was apparent that it would be valuable for more of these to happen. Some councils set up a separate day each month to have just such a workshop. Some councils on their regular meeting night, come an hour or two earlier to discuss one or more issues before the regular council meeting starts. Whatever the process, conducting the city's business successfully can only be done if the council and other appointed officials have a good grasp of issues before they sit before the public and have to vote.
3. The council needs to be more proactive. They need to spend more time in workshops in order to discuss and study issues that cannot be adequately digested during a council meeting. The council also needs to further engage their boards and commissions in joint meetings so that all parties uniformly understand city issues and policies. Further, the council needs to seek opportunities to engage other entities, such as those listed above under Wrap-up comments.
4. There is a high degree of respect for the staff and the work that they are doing. There was general agreement by the council and staff that the work load in city hall is very demanding which results in things not being accomplished as quickly as everyone might want. The heavy workload may also result in some programs (such as land use and permitting processes) not receiving the attention they deserve. There was general agreement that the city administrator should present to the council, through the budget process or otherwise, a case for needing more staff.
5. Both the city administrator and community services director seem very capable and both are eager to serve the council's needs and the community at large. Because both are relatively new to their positions, it may be hard for them to be more assertive in city matters. New staff who are just learning their roles may

have a general inability to say “no” to additional workload items. The staff may need to be more proactive. One example of being more proactive might be putting a compelling case before the council for additional staff assistance to address the priorities of public safety, economic development and land use. Another example of pro-activity in the area of land use could be for staff to actively assist the planning commission in its quest to become more of a policy making board. The mayor suggested that the city could be creative within the scope of the law, and study ways to do things differently. Bringing before the planning commission, with consent of the council, a list of possible revisions to policies to address the land use/livability will only happen when staff initiates it. *(A suggestion here is for Ric and Margaret to take two field trips to learn how other cities are innovatively addressing the same land use issues facing Veneta. Suggested communities are Albany and Sandy, Oregon. City managers in both cities would be happy to spend a considerable amount of time discussing their programs.)*

6. There seemed to be some concern for the financial accounting picture of Veneta. The council needs to know, on a monthly basis, where they stand in terms of the current budget on each line item. This will be especially valuable as the 2004-05 budget process begins.
7. Communicating with citizens and other parties such as the Chamber, school district or library district seems to be a reoccurring theme. Broadening the circle of volunteers was also discussed. There needs to be a concerted effort on developing a work plan for communicating with the public. Such a work plan would go beyond relationships with the Eugene Register Guard and the West Lane News papers. A city newsletter and web site might be good tools. Both processes take time and resources and they might be part of budget recommendations by staff. A visioning process with the community may also bring in new citizen activism.
8. Throughout the retreat a “window of opportunity” was often mentioned. Numerous opportunities have been made possible from past city efforts in infrastructure development coupled with abundant studies and planning documents. With the proximity of the Eugene urban area, Veneta is now in the position of having set itself up for tremendous growth. How this growth affects the community is up to the leaders of Veneta. The balancing act includes critical timing of industrial and commercial development so it coincides with and allows for land use planning that assures livability. Additionally, and possibly concurrently, a community visioning process must be realized. The challenge of maximizing these “windows of opportunity” is probably Veneta’s major issue for the next few years. Diligent, continuing effort to meet that challenge must be at the forefront of the council’s agenda.

APPENDIX A

VENETA INTERVIEWS COMPILED SUMMARY

The following summary is based on eleven interviews with the Veneta Mayor, Councilors, staff and Board/Commission members. Numbers indicate how many persons conveyed the same thought.

I. What would you like to accomplish at this session?

Set clear & concise goals and objectives for next several years; get support for those goals; then get them done (4)
Nuts and bolts direction to complement other ongoing, or future, visioning processes
A strategic planning process, using a SWOT analysis
Have honest and frank discussions in reviewing community's strengths and weaknesses
Provide a road map to direct the cities resources for next 3-5 years
Come up with a solid game plan for how to get stuff done
Choose our next priority projects rather than nibbling around the edges on all the issues
Come out of session with next "steps" – go beyond just setting goals
Enable the City to "take it to the next level"
A unified approach for accomplishing or doing what's right for the people of Veneta (2)
Develop consensus of opinion on growth challenges facing Veneta
Looking for methodology rather than specific goals

II. What are your top two priorities for the community of Veneta?

Economic development & job creation [economic opportunity] (5)
Maintain the rural integrity of our city (3)

- Keeping our big trees
- Provide outdoor activity opportunities, walking biking etc.

- Adopt beautification and preservation measures
- More parks, greenways, community gardens (2)

Make Veneta a community – “We’re starting to become a bedroom community”

Public safety (5)

Move in a positive direction for a better quality of life in our community

Having the community coalesce around a visioning process

Maintain leadership in the Fern Ridge area – be recognized as a major player (2)

Water issues (2)

Road maintenance

Traffic light Hwy 126 and 8th street

Develop incentives for sustainability: housing, environment, jobs, and quality of life

Education

III. List two challenges facing the City government of Veneta.

Shrinking revenues and unrealistic mandates by state agencies

- Gas tax implementation
- Revenues for parks
- Storm water revenues
- Federal funding for Fern Ridge Dam
- Tax base issues – Positive feelings about city services are related to successful passage of tax measures
- Adequate funding for all services
- Knowing where we are on our budget – upgrading antiquated software

Overcoming the sometimes perceived adversarial relationship (mistrust) between city government and citizens – facilitating good will

Express with clarity how city council, staff and commissions function

“Conflict is opportunity”

Knowing what is actually best for us

Enabling the silent majority – get more people active (2)

Develop means of communicating with the public. Local newspapers don’t work

Land use issues

- small lot development resulting in over-crowding in schools
- “It is hard to implement planning documents”
- Need for housing diversity
- Trees are not saved, park land not dedicated for development projects
- Prevent current housing boom from being a mess

Staffing capacity: facing increased demand for timely response on many complex issues

Recruitment of new businesses and maintaining existing ones

Same priorities as listed above: Crime, Education and Economic Opportunity

“As we grow, will we have a sense of place?”

IV. What are the greatest opportunities you see in the near future for Veneta?

Infrastructure is in place for growth opportunities, including business and industry (5)
Plenty of property available for residential development
Turning growth into an enhanced quality of life – making growth happen differently – to attract young families and provide services to older people (3)
Getting new residents active in the community (2)
Developing ways to communicate with community
Capitalizing on Veneta's potential – “see ourselves as part of the whole” e.g. located between Eugene and the coast, railway opportunities, etc.
Becoming a community with “clout”
Overcoming tax disparities
Opportunities arise as we resolve conflicts

V. How do you envision the City of Veneta five (5) years from today?

Quality of life will be changed - for better or worse depends on our actions
A growing population – maintain an identity, be self-contained and not a bedroom community (5)
More employment opportunities within the community (2)
A community that is bigger, not as rural, with more small businesses
A community with a greater voice and impact in the county and on statewide issues (2)
At a minimum, initiate a course correction on major issues facing the City
All the ingredients are there to be a healthy, vibrant, self-sufficient community
Major improvements in parks and recreation opportunities
Clean streets and solid infrastructure
Water supply issues will be solved

VI. Are there improvements that could be made to city services?

City needs to secure water rights and develop resources to meet needs through 2025 (2)
Securing adequate law enforcement (3)
Developing code enforcement
Cleaner, safer, more inviting parks and open space (4)
Day to day attention by public works to parks, streets, vandalism
Pedestrian paths for connectivity in the community
Addressing garbage monopoly issues
Cleaning out of ditches (2)
Road maintenance (3)
More timely review of land use applications, adequate staffing (2)
Address drainage problems, storm water maintenance (3)
Develop human services: parks/recreation, youth, non profit services
Better communication with community

VII. How well do you think the Council works together?

Very well! (9)

Council has been together for a long time, which makes it ideal to accomplish the city's business through cooperation

Council works well through issues even when there are differences

We need to listen better as we try to work for the good of the community

They have good deliberation and don't get rattled in the face of heated issues

They listen to each other. Sometimes the mayor dominates the discussion

They could benefit from more work sessions on issues prior to decision making

Council needs a stipend – they work hard and face many complex issues

VIII. How well do you think the Council works with other Boards, Commissions and Committees?

Council needs to seek out more opportunities to work with them - we don't interact very often (3)

Council and committees/commissions sometimes don't have the same clear picture of what to do about an issue – the "city's perspective"

We are leaving some decisions up to staff

Very well (6)

Council is supportive and eager to help – Council listens to advisory committees

Relationships could be more dynamic. Isn't enough dialogue between them, possibly because they have known each other for a long period of time?

There is a need to improve relationships with the Fire District and School District

Staff is always busy helping maintain contacts

IX. How successful do you think staff is at conducting the city's business?

Staff is a well-oiled machine with good leadership and highly specialized skills

Future retirements could leave a big void

Very dedicated and hard working – perhaps overworked (3)

Will do what ever is asked of them

Excellent – top to bottom (5)

Council meetings can tend to be too long – perhaps the Administrator can make more decisions as time goes on

Changing government roles and laws put new demands on staff. Never enough time to accomplish everything

They think ahead, are very sensible and work well with the community

A small staff leads to some things being put on the shelf when other priorities emerge

When staff changes occur, council needs to have prior discussions

Without staff reports we'd be lost

X. How does the Community perceive actions taken by the Council?

For the most part, the community is satisfied (2)

You don't hear a lot of grumbling in the parking lot after a meeting

A portion of the populace feel they are uninformed – sometimes citizens say they can't talk to Councilors and get answers or meaningful information

Few show up at regular council meetings

Some of the community sees the Council as a rubber stamp for development interests

Community is supportive – indicated by no council positions running unopposed (2)

For as quickly as the city has moved on issues (garbage fees, SDC's, Gas tax, freight route, etc.) there has been surprisingly little opposition (4)

When a topic is repeatedly brought before the Council, the council should address it
Neighbors for Responsible Growth has provided added input on city issues

XI. What is the largest accomplishment the Veneta Council and staff have experienced over the last two years?

Completion of infrastructure projects that now allow residential, commercial and industrial growth opportunities (6)

- drainage problems still exist
- built new second water tower

Answering residents over their law enforcement concerns

Becoming a small urban center

How the city has accommodated and defused problems involving economic growth

Positive leadership and longevity of the Council

Going through two LUBA appeals

A lot of steady, healthy tending to city business

XII. Are there city issues you don't understand fully and about which you would like more information?

Urban renewal districts and funding mechanisms (2)

Most everything

How to initiate changes in ordinances

How do we get things moving – how to proceed to get money for projects

Having more information and time on complex issues – freight route as an example

How to develop good public information on city issues

Personnel issues involving hiring of staff

Land use process questions e.g. staff briefings of commission members

How can Veneta take charge of its own policies and procedures – including housing options and other land use areas

XIII. Any other thoughts or comments?

We need to talk about the city's top ten revenue expenditures over the next two years

Can we improve relationships with the Chamber of Commerce? (2)

Sometimes after a vote, there is a lingering question: "Was my vote the right one?"

We let our meetings get a little too long – with too much back and forth chatter

Sometimes Ric should make decisions and not have to bring the issue before Council

We have so many issues before the city and we need to select the most important ones and concentrate on them

"I like the stability of the city government – We've stayed off the front page."

The Parks Board needs more members living within the city

We need to concentrate on the education system (2)

We need to establish a wetlands park – and develop other parks

Veneta is greatly affected by people and activities far beyond its city limits

The City needs to update its process for advertising meetings

We need a better sound system for minute taking and to use a court recorder for hearings

We need to develop an identifiable downtown

Geographic location and solid leadership give Veneta tremendous potential for accomplishment

Lack of adequate law enforcement is a major concern

- Burglary occurrences are rising
- Peer court has become ineffective
- Damage to property, including parks is worse
- Volunteerism is down in light of crime/vandalism
- Sheriff's office is often not responsive to community concerns

How do we work with groups like East Veneta Citizen's Advisory Committee or Neighbors for Responsible Growth?

The Strategic Planning Core Group, which is working on the Library District's strategic planning process, could provide a good start for the city as it works on its own strategic plan.

APPENDIX B

S.W.O.T. ANALYSIS COMPILED AT RETREAT

STRENGTHS:

Citizens for Responsible Growth is active
Stability that exists in spite of difference/problems
Location—wine, Fern Ridge, Eugene
Psychology-Positive thinking from leaders and community
Good foundation-ordinances and plans to deal with daily activities
Planning has taken place
Water and sewer systems and their financing have been completed
Leadership is provided for most activities
Stability of the council and the staff
Updated ordinances to meet growth needs
Listening to the community
Friendly community/ small town
Good services within the community
Fire and emergency services available
Regional library that is adequately funded
Lane Community College Learning Center-equipped and offering classes
Available land/property
Railroad
Proximity to Airport
West Lane News

WEAKNESSES

Lack of communication between city and other government entities
Some lack of communication between city hall and community
Finding money to pay for city services
Lack of family wage jobs
School District funding loss resulting in people leaving for better education elsewhere
Not enough updated technology and other systems
Community may not be utilizing cable and other services because of cost
Lack of money for non-profits while needs are expanding
Lack of adequate law enforcement
Minimum lot size for much of new housing
Council lacks stipend

Internally-trouble figuring how much money and what kind of services it will buy
Need more staff to deal with finances
Overall understaffed
Lacking a community identity
Lacking a cohesive element that pulls city together, a "brand"
Pass-through rather than destination, even our residents
Hwy 126 traffic problems
Lack of opportunities for youth
High percentage of at risk youth, which taxes community
Sometimes the press accentuates the problems

OPPORTUNITIES

Many churches which are active and attractive to youth
Territorial Sports Program
Hwy 126
The last industrially developable 100 acres in the Willamette Valley is in the UGB
Undeveloped land allows for us to guide the development
Infrastructure is in place for development
There exists a window of opportunity to create the Veneta Vision
Region 2050
Gems—wine, organic farms, artists, artisans
Behind the scenes entrepreneurs
Florence-Casino
Many partnerships are possible
Wetlands
Future plans for art gallery
Applegate Center looking for a place for a theater and a museum

THREATS

Measure 37
Region 2050
State's financial condition
Perception of the city as a "drug place", especially meth
Lack of stable funding, cooperation for and from the school district
Some businesses are barely hanging in there
Lack of businesses to support other businesses
The end of the window of opportunity
Need to do greenways and parks now before window closes
Wetlands—loss of them
Fern Ridge Dam-Need for it to be fixed soon
Some things benefit only Veneta and not the larger community
Tax disparity

APPENDIX C

VISION STATEMENT EXAMPLES

Our Vision for Veneta for 2015 is for it to be a healthy, vibrant and self-sufficient community.

A healthy Veneta community is a place to live where people can meet their economic, social, physical and cultural needs, work together for the common good, and participate in creating their future.

MISSION STATEMENT EXAMPLES

To provide services and programs that will ensure the health and vitality of Veneta

To protect and enhance the well being of our community with commitment, integrity and service

APPENDIX D

PROCESS FOR EXAMINING ISSUES

1. Define the Problem or Issue
2. Discuss Alternatives
3. Evaluate and Select Best Course(s) of Action
4. Implement: How? Who? When?
5. Monitor and Evaluate